




Departmental Business Plan and Outlook

Department Name: Office of Capital Improvements

**Fiscal Years:
FY 2005 - 2006
&
FY 2006 - 2007**

Plan Date: 2/28/06

Approved by:



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- Effectively manage County-wide capital improvements (ES3-4)
- Ensure the financial viability of the County through sound financial management practices (ES8)
- Enable County departments and their service partners to deliver quality customer service (ES1)
- Allocate County Government resources in support of activities that increase and diversify jobs and incomes while eliminating socio-economic disparities in underserved areas (ED1)
- Create a more business-friendly environment in Miami-Dade County (ED4)
- Empower the community by increasing communication and coordination with local, state, and federal entities (NU2)
- Enact programs to beautify and improve urban and residential areas (NU5)
- Provide timely and reliable public infrastructure services including road maintenance, storm water, solid waste and wastewater management, and a safe and clean water delivery system consistent with the Comprehensive Development Master Plan (CDMP) (NU6)

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EXECUTIVE SUMMARY

INTRODUCTION

Department Purpose/Mission Statement

To effectively coordinate and expedite the implementation of quality capital improvement construction projects.

Department Description

In January, 2005, the Office of Capital Improvements Construction Coordination was restructured as the Office of Capital Improvements to assume the responsibility for the implementation of the Building Better Communities (BBC) General Obligation Bond Program while continuing oversight of the County's on-going capital improvement program (CIP) and monitoring CIP project implementation through the Contracts & Standards and Professional Services Divisions. The Bond Program Division oversees BBC project scheduling and compliance with budgeted milestones from planning and design through construction; provides bond program staff and legislative support for municipalities, not-for-profit organizations, and the Citizens' Advisory Committee; and conducts marketing, outreach, and the dissemination of public information through the BBC website, media programs, and community organizations.

The Contracts & Standards Division oversees the Capital Improvements Information System (CIIS) including the development of County-wide construction contract language, procedures, and formats; administrative approval of advertisements, awards and change orders under Expedite Ordinance 00-104; management of Miscellaneous Construction Contracts 7040 and 7360 (since January 2003); and the coordination and close down of Quality Neighborhood Improvement Program (QNIP).

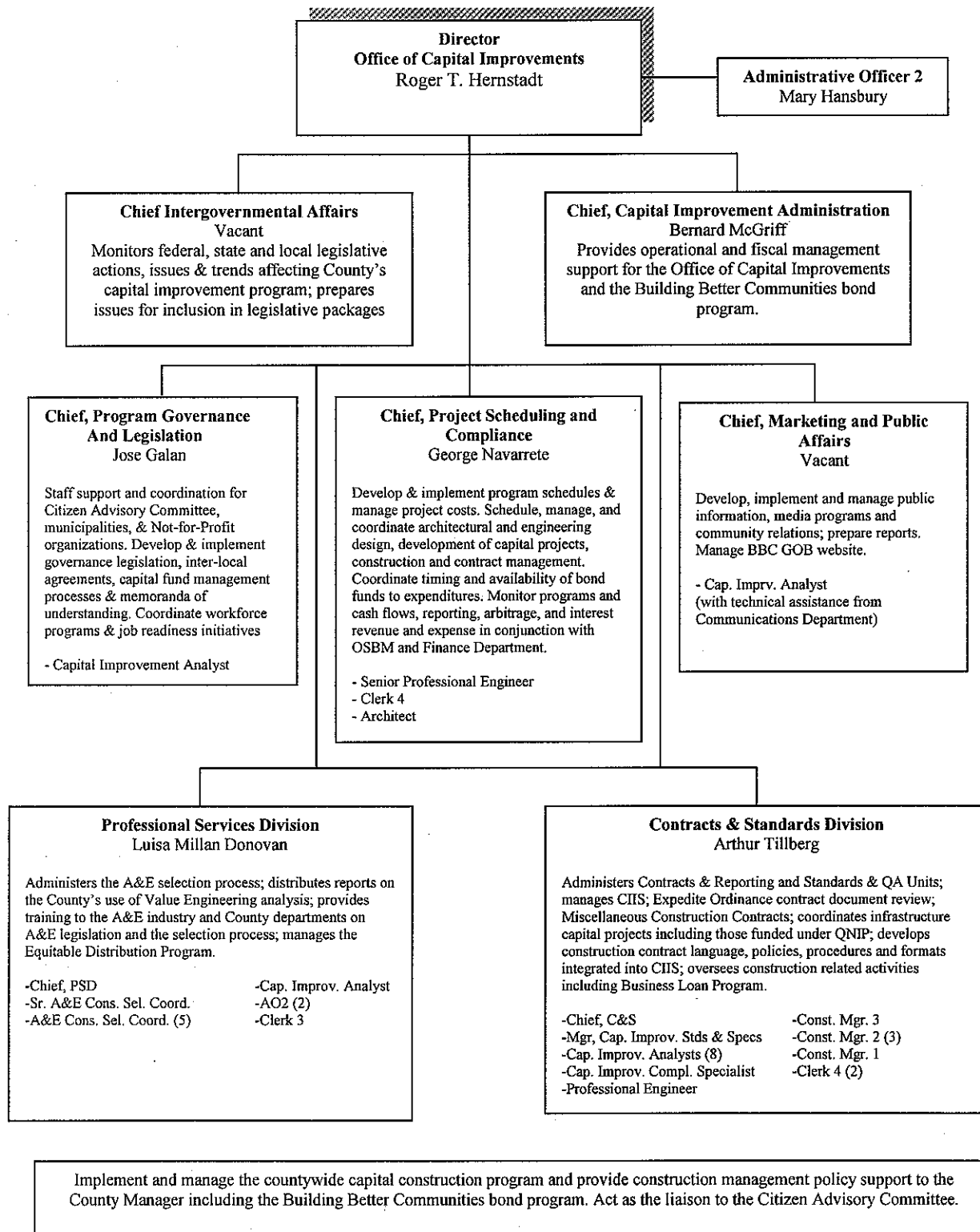
The Professional Services Division is responsible for the selection of Architectural & Engineering (A&E) consultants for County construction projects and for the rotational distribution of A&E service orders through the Equitable Distribution Program for construction projects of less than \$1M, both of which functions were transferred to CICC/OCI in early 2003 from Procurement Management and Business Development respectively. In FY 2006, the division will begin managing the newly created Construction Engineering and Inspection Services (CEIS) program pool for projects over \$1M.

Fiscal years 2006 & 2007 initiatives include:

- Improvement of departmental delivery of the County Capital Improvement Program (CIP)
- Providing programmatic and fiscal oversight of the BBC GOB program including the monitoring of projects implemented by Miami-Dade County, by municipalities, and by not-for-profit community based organizations
- Maintaining continuous feedback to community on status of BBC Program through coordination of the Citizens' Advisory Committee (CAC), and utilization of marketing approaches including the GOB website, press releases and articles, outreach meetings, and mailings.
- Revising ordinances and administrative orders pertinent to County construction program improvements and monitoring compliance
- Monitor usage of CIIS by all departments responsible for implementing construction projects and provide continuing training
- Streamlining construction contracting to completion of bid in 120 days from receipt of RTA and 100% permits, dry run plans and specifications (30 days for projects less than \$1M).
- Achieving the target A&E selection processing time from receipt of Request to Advertise (including scope of work and draft contract) to completion of A&E solicitation in 120 days (90 days under propose revision to AO 3-39) (30 days for projects less than \$1M).
- Increasing usage of Equitable Distribution Program for projects under \$1M by user departments and professional consultants
- Implement the Construction Engineering & Inspection Services (CEIS) rotational pool for projects over \$1M
- Maintaining the MCC 7040 and 7360 60-day processing time from Request for Price Quotation to Contract Award
- Increasing CSBEs utilization by 15% over the next three years
- Commitment of all remaining QNIP dollars by September, 2006.
- Implementation of a construction management certification program by early 2006

Organization and Staffing Issues

**TABLE OF ORGANIZATION
 OFFICE OF CAPITAL IMPROVEMENTS**



On January 11, 2005, the County Manager announced the creation of the Office of Capital Improvements (OCI) replacing the Office of Capital Improvements Construction Coordination (CICC) to administer the new Building Better Communities bond program approved by the electorate in November, 2004. OCI included the on-going CICC divisions of Professional Services and Contracts and Standards and added three additional divisions tasked with bond Program Governance, Project Scheduling & Compliance, and Public Affairs. An additional 8 overage staff positions were added to the department increasing the total staff from 34 to 42 to be funded through bond program interest proceeds.

Staffing Levels (Optional, if total is included on previous T.O. Chart)

Director's Office	4	4
GOB Project Scheduling & Compliance	4	4
GOB Program Governance	2	2
GOB Marketing & Public Affairs	2	2
Contracts & Standards	19	19
Professional Services	11	11
Total	42	42

Fiscal Environment

Revenues and Expenditures by Fund

(All Dollars in Thousands)

	Prior Fiscal Year 05 Actual	Current Fiscal Year 06 Budget	Projection as of 11/05
Revenues			
Carryover	\$2,301		
Capital Working Fund	\$3,404,001	\$4,302,000	\$4,302,000
Bond Interest	\$577,000	\$993,000	\$993,000
Total	\$3,983,302	\$5,295,000	\$5,295,000
Expense			
Salaries/Fringes	\$3,256,510	\$4,094,000	\$4,094,000
Other Operating	\$707,864	\$1,169,400	\$1,169,400
Capital	\$18,928	\$31,600	\$31,600
Total	\$3,983,302	\$5,295,000	\$5,295,000

Equity in pooled cash (for proprietary funds only)

Fund/ Subfund	Prior FY ____ Beginning Year Actual	Prior FY ____ Year- end Actual (Est.)	Current FY ____ Year-end Budget
Total			

OCI, along with DBD and sections of OSBM, has been supported primarily by the Capital Working Fund. The GOB division is supported by BBC bond interest. In FY 2006 – 2007, non-GOB divisions will be supported by the General Fund.

Business Environment

OCI is an internal service department within the County established to provide oversight to all capital improvement projects throughout Miami-Dade County.

Customer Feedback Plan

As shown on the matrix below, OCI's customers primarily include:

- internal department staff responsible for implementing capital projects
- County Commissioners and their District Office staff
- Architectural & engineering consultants and construction contractors
- Advisory committees
- Municipalities and Not –For-Profit Organizations with BBC GOB projects

Office of Capital Improvements Customer Matrix

OCI Customer Contact Task/Activity	Customers								
	Cities & Not-For-Profits	County department staff	Construction Contracting Committee (R-92-05)	CSBE Advisory Board	Citizens' Advisory Committee	BCC offices & staff	A&E industry	CSBE construction contractors	Non-CSBE construction contractors
BBC GOB project scheduling and implementation	X	X	X		X	X	X	X	
Review County construction contracting and implementation process		X	X	X			X	X	X
Process construction contract and PSA documents through Expedite Ordinance 00-104		X							
CIIS training & follow-up assistance		X	X						
Process design criteria packages for solicitation for A&E proposals		X							
Process requests for EDP assignments		X					X		
Determine priority sites for QNIP & BBC funding		X				X			
Provide training on A&E solicitation process, EDP, CEIS, and associated legislation		X	X				X		
Pre-qualifies CSBE contractors for MCC 7040 participation								X	
Manage MCC 7360 & 7040 for projects of less than \$1M		X						X	

During the 2006 fiscal year, OCI will review ways of eliciting and reporting on feedback information. Possible feedback methods could be incorporated into the CIIS to yield an ongoing source of data on a variety of satisfaction indicators including ease of using the system and the validity and usefulness of the contract data.

Critical Success Factors

Capital Construction Program Oversight

Beginning in January, 2005 (2nd quarter), OCI assumed coordination of the BBC GOB program. OCI staff continues to work closely with capital departments to ensure that all contractual information is entered into CIIS so that up-to-date process and performance data is available as required or requested by County managers and elected officials. Efforts to streamline the construction/PSA contracting process continue through increased usage of the EDP, MCC, and CEIS, and through revisions to AO 3-39 in FY 2006.

CIIS

During the first quarter of FY 2005, three resolutions were passed by the BCC addressing the need to evaluate construction contractor and consultant performance (R-89-05); creating a committee to review construction related issues (R-92-05); and the requirement to enter contract data on all architectural, engineering, or construction contract items coming before the Board into the centralized database "as defined in Administrative Order 3-39." (R-124-05). Enforcement of these resolutions will make it obligatory for departments to utilize CIIS as the County's centralized construction contract database through which the contracting process as well as contractor performance can be tracked and monitored.

OCI has incorporated its own Expedite Ordinance 00-104 and MCC processes into CIIS and will incorporate the newly created CEIS into the system in FY 2006. During this fiscal year, Past Performance Evaluations (PPEs), mandated through the revised AO 3-39 for all EDP consultants, will also become part of the CIIS database as will PPEs for all CEI consultants.

A&E Selection Process and Usage of the Equitable Distribution Program

While progress on the reduction of A&E selection processing time continues, dropping from an average of 175 days in FY 2003 to an average of 121 days by the end of FY 2005, adherence to selection committee meeting schedules is an ongoing obstacle to achieving this goal. In addition, CICC cannot control internal department processes which can impinge on efforts to meet our mandated goal of maintaining the 120 day processing time per AO3-39. However, in FY 2006, changes to AO 3-39 are being proposed which could reduce processing time to 90 days.

Utilization of the EDP is sometimes hampered by department reluctance to utilize new firms that they are not familiar with and their wish to continue using firms with which they already have contracts. While department usage of miscellaneous PSA contracts continues to compete with EDP, proposed AO 3-39 revisions could tighten procedures for securing EDP exemptions.

Miscellaneous Construction Contracts

OCI will continue to maximize utilization of CSBE contractors through the MCC 7040. Staff will continue to maintain a close working relationship with DBD to facilitate annual re-certification of 7040 contractors so that they can remain in rotation. During FY 2004, departments began to utilize 7040 and 7360 for infrastructure sidewalk, drainage, resurfacing, and parks projects as an alternative to the lengthy standard contracting process for projects less than \$1M. It is expected that this trend will continue through FY 2006 until measures can be taken to shorten the construction contracting process. In addition, OCI is proposing to increase the MCC limit to \$2.5M, allowing 75% of construction contracts to be bid in 60 days.

Future Outlook

OCI future year tasks required to meet strategic plan objectives include:

- Organizational review to prepare for the coordination of the BBC GOB program
- Continuing education of CIIS users on standardized capital construction policies, procedures, and formats.
- Integration with the County's accounting and financial management systems to provide reconciliation and accuracy of capital expenditure information
- Continuous review of all local legislation to ensure compliance and consistency with the policies established by the Board of County Commissioners
- Research relevant ordinances and administrative orders including outside governmental processes to maximize the effectiveness of the County's capital improvement program
- Establish a means of coordinating infrastructure projects among county departments as well as with private utilities firms such as the cable, telephone, gas, and electric companies
- Ensure that all information concerning A&E project status will be available in the CIIS database for all County departments to review.
- Ensure that information related to the Equitable Distribution Program including application requirements, rotation status, etc. will be accessible to the public through the internet.
- Ensure that information related to the Miscellaneous Construction Contracts 7040 and 7360 including application requirements, rotation status, etc. will be accessible to the public through the internet.
- Provide educational and informative sessions on possible new legislation affecting A&E professional services to all consultants interested in doing business with Miami-Dade County on a regular basis throughout the year.
- Training of Construction/Project Management staff leading to a certification program and a unified approach to construction management County wide
- Provide a dynamic information system to our citizenry regarding infrastructure projects effecting the quality of their neighborhoods and the welfare of local businesses
- Develop methodologies to insure that departments deliver capital improvement projects as promised

THE PLAN

Overview

Our FY 2005/06 – 2006-07 business plan draws heavily on previously adopted work including the Miami-Dade County Strategic Plan. Miami-Dade County's Strategic Planning initiative is both a plan and a process. The plan provides a framework at a broad Countywide level where we want to go, how we get there, and how we measure our progress along the way. The process ensures increased communications at all levels of County government using consistent terms.

- Our Countywide *Vision of "delivering excellence every day"* communicates the community's shared vision for the best possible future for Miami-Dade County government.
- Our Countywide *Mission* statement communicates the role of our government. Miami-Dade County's mission statement is *"delivering excellent public services that address our community's needs and enhance our quality of life"*.
- Our *Guiding Principles* communicate to all levels of our organization the manner in which we expect all decisions, interactions and activities to be performed.
- Our *Strategic Themes* represent what we consider to be the most significant challenges and opportunities facing Miami-Dade County government.
- We have developed *Goals* across all County Departments. These goals provide the direction the County must move in to address the priority strategic themes and help guide us towards the desired future.
- For each goal we have defined a desired *Outcome* or set of outcomes that the County must achieve to be successful in accomplishing the goal. These outcomes are from the customer/community perspective (e.g. quality of service provided, customer satisfaction).
- For each outcome(s), implementing *Strategies* summarize at a broad countywide level the actions that will be taken to achieve the outcome(s).
- *Key Performance Indicators* are the measures that express the County's intentions from the Strategic Plan. Associated *Key Performance Objectives* assign measurable targets and timelines to the key performance indicators while the *Performance Measure* is the specific unit of measure. Departments may develop *Additional Performance Objectives*.
- *Department Programs/Initiatives (may include activities and tasks)* are actions or groups of actions that will be undertaken by a particular department in a specific fiscal year in order to implement a strategy.

As part of the County's Strategic Plan, the Board of County Commissioners endorsed nine priority strategic themes countywide. This Department is primarily supportive of the following strategic themes:

- *Continuously improve the performance and capabilities of County operations by maximizing technology, fostering innovation, and increasing access to and information regarding services.*
- *Promote cooperation and coordination among all government services.*
- *Protect the safety and quality of Miami-Dade County's neighborhoods.*
- *Protect and preserve our unique environment.*
- *Promote a healthy economy through business development, further economic diversification based on key industries, and by addressing economic disparities in our community.*
- *Ensure Miami-Dade County operates in a fiscally responsible and stable manner*

Supporting these themes are supporting goals and priority outcomes that directly relate to this department. These are provided along with the Department's Programs, Initiatives, and Performance Measures for fiscal year 2006.

Department-related Strategic Plan Goals:

- Provide timely and reliable public infrastructure services including road maintenance, storm water, solid waste and wastewater management, and a safe and clean water delivery system consistent with the Comprehensive Development Master Plan (CDMP) (NU6)
- Enact programs to beautify and improve urban and residential areas (NU5)
- Enable County departments and their service partners to deliver quality customer service (ES1)
- Ensure the timely acquisition of "best value" while maintaining integrity and inclusion (ES3)
- Ensure the financial viability of the County through sound financial management practices (ES8)
- Allocate County Government resources in support of activities that increase and diversify jobs and incomes while eliminating socio-economic disparities in underserved areas (ED1)
- Create a more business-friendly environment in Miami-Dade County (ED4)
- Empower the community by increasing communication and coordination with local, state, and federal entities (NU2)

Department-related Strategic Plan Priority Outcomes:

- NU6-1: Improved neighborhood roadways, sidewalks, drainage, and reduced flooding (priority outcome)
- NU5-1: Neighborhood and rights-of-way aesthetics that foster and enhance quality of life (priority outcome)
- NU5-2: Timely repair and replacement of damaged property
- ES1-1: Clearly-defined performance expectations and standards (priority outcome)
- ES8-2: Planned necessary resource to meet current and future operating and capital needs (priority outcome)
- ED1-9: Improved access to capital for small and minority businesses linked to meaningful technical assistance
- ED4-2: Customer-friendly environment for regulated businesses and entities doing business with Miami-Dade County (priority outcome)
- ES3-4: Effectively manage County-wide capital improvements
- NU2-1: Strengthened bond between the community and Miami-Dade County government
- NU2-2: Improved community access to information and services

Departmental Business Plan and Outlook

Department Name: Enterprise Technology Services Department

Fiscal Years: 2004/2005 – 2005/2006